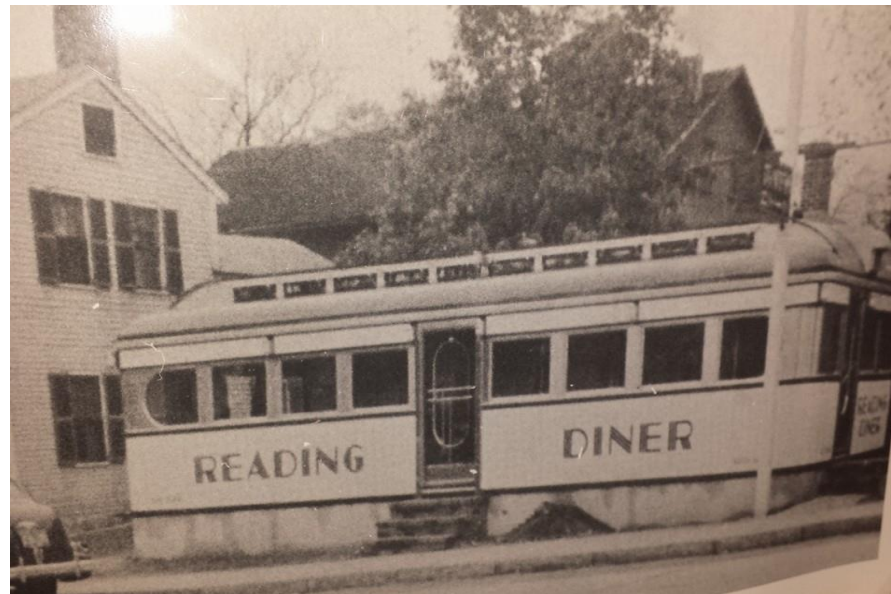


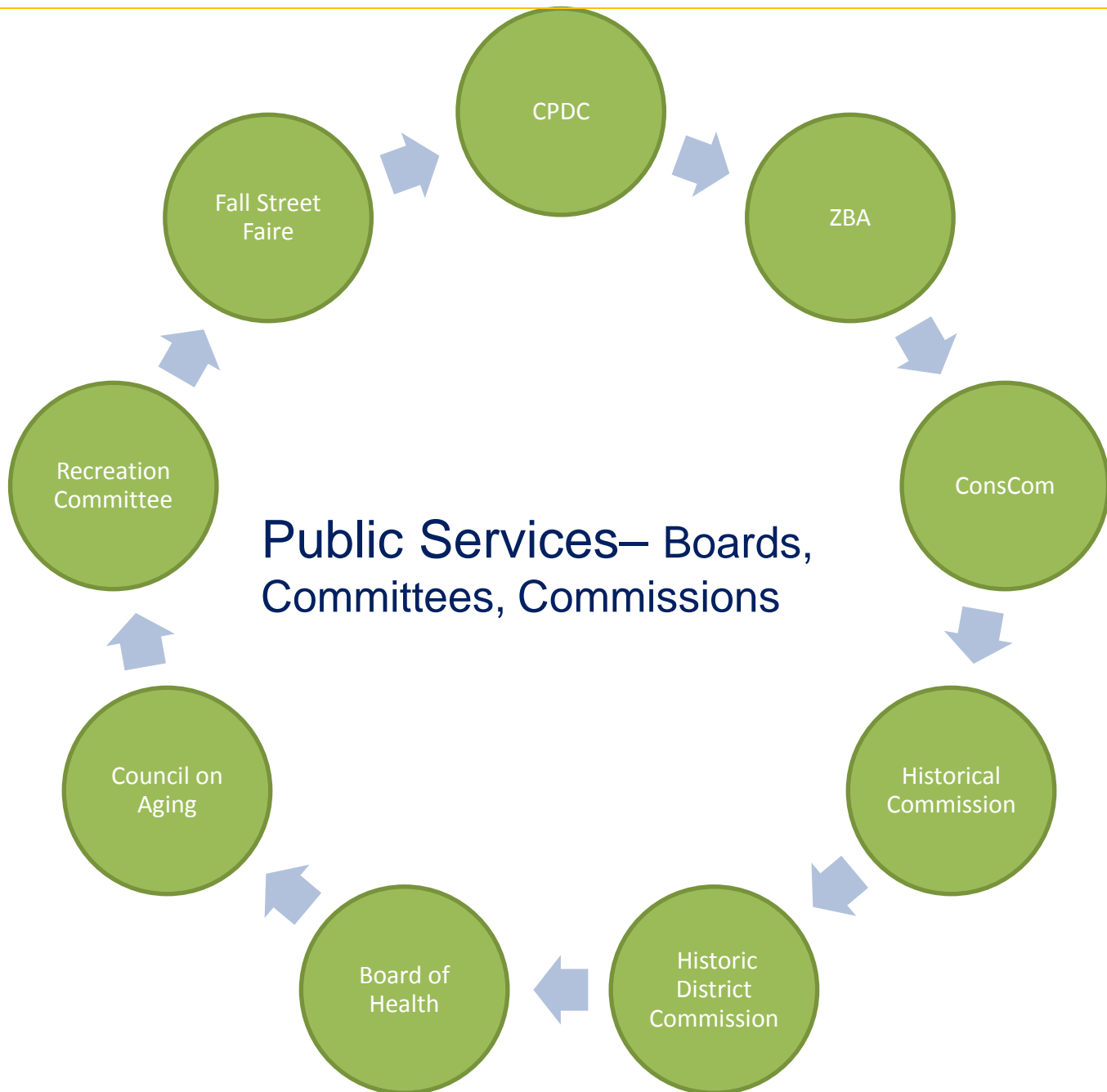


TOWN OF READING

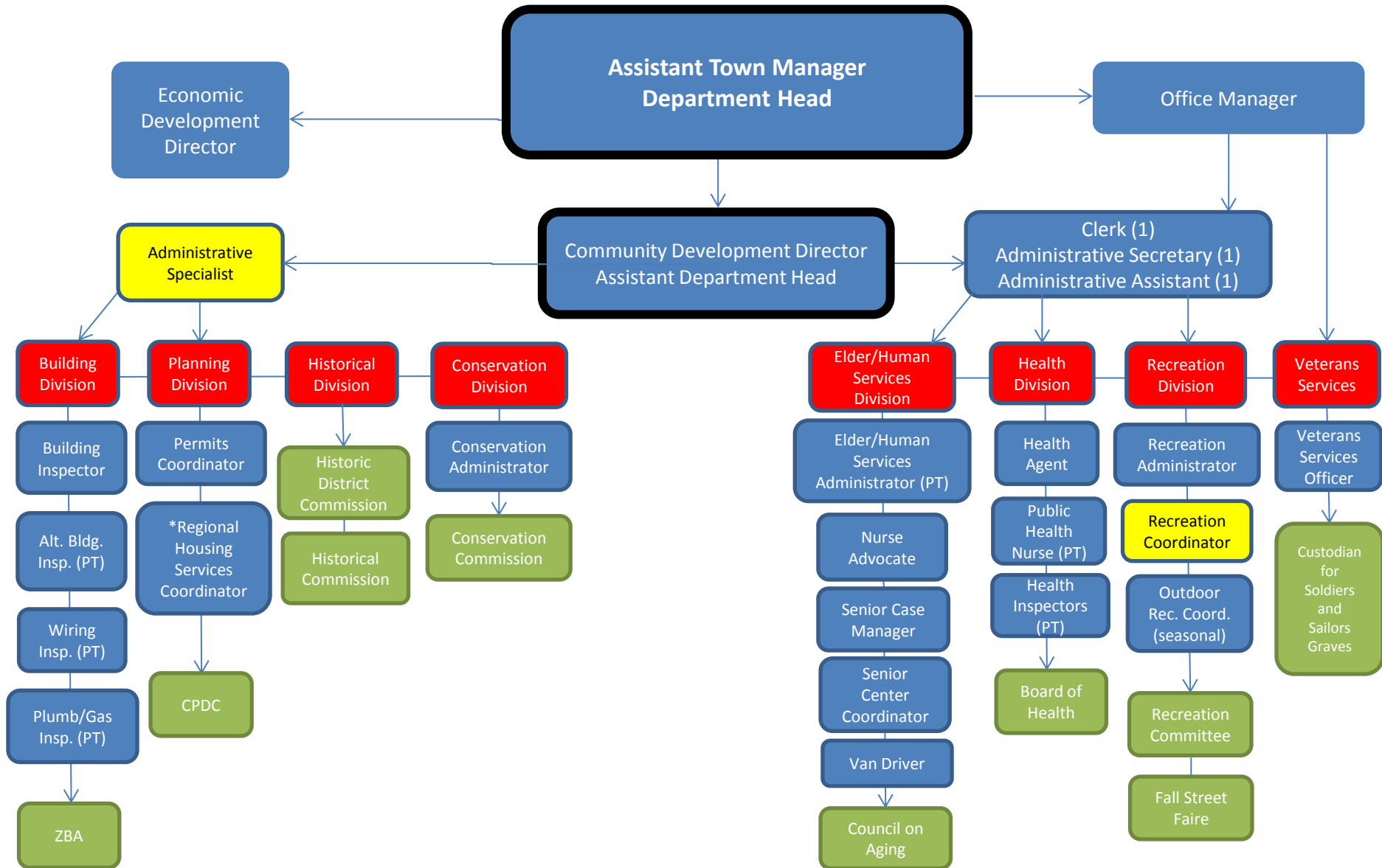
Public Services Department

Fiscal 18 Budget Overview





Department of Public Services



As of 1/3/17

*Indicates a regional shared position

	ANNUAL COMMUNITY EVENTS		SUMMARY				
Mo.	Events	Hrs	Who attends	hrs	Time	Sponsor	OT Cost
March	Recreation Egg Hunt	3	Jenna, Sue	12	Comp	Recreation	\$540.00
March	Fire Fighter Dinner	2	Jane (2.5), Sharon(2.5), Kerry (2.5), Alyse(2.5), Joe (1.5)	11.5	Comp	Fire Fighters Assoication	\$517.50
April	Volunteer Dinner	1.5	Jane (2.5), Sharon(2.5), Kerry (2.5), Alyse(2.5)	10	Comp	Elder Human Services	\$450.00
April	Recreation Bingo	1.5	Sharon, Jane, Kerry	4.5	Comp	Recreation	\$202.50
May	Memorial Day Grave marking	8	Kevin	8	Comp	Veterans Services	\$360.00
May	Memorial Day Ceremony	8	Kevin	8	Comp	Veterans Services	\$360.00
May	Garden Club Plant Sale (FY17)	0	Discontinued Staff Attending	0	na	Garden Club/CCR	\$0.00
May	Recreation Mother's Day Tea	1	Jane (2.5)/Jenna	2.5	Comp	Recreation	\$112.50
May	YWL Senior Prom (Spring Fling)	4	Jane (5), Sharon (5), Kerry (4.5), Alyse (5)	19.5	Comp	Young Women's League	\$877.50
May	Lions Club Dinner	2	Jane (2), Sharon (3), Kerry (1.5), Alyse (2)	9.5	Comp	Lions Club	\$427.50
June	Friends and Family Day	4	Kevin, Donna	8	Comp	Lions Club	\$360.00
June	Friends and Family Day (Incl Set-up)	6	Jenna	12	Comp	Lions Club	\$540.00
June	Fireworks/Fun Run	5	Jenna	10	Comp	Friends of Reading Rec	\$450.00
June	COA Chinese Dinner	2	Jane (2), Sharon(3), Kerry (1.5), Alyse (2), Joe (2.5)	12	Comp	Council on Aging	\$540.00
July	Sunday Concerts on the Common - 4 weeks	12	Jenna	12	Comp	Recreation	\$540.00
July	COA Lobster Roll Dinner	1	Jane (.5), Kerry (2.5), Sharon (3), Joe (3)	9	Comp	Council on Aging	\$405.00
August	Sunday Concerts on the Common 1 week	3	Jenna	3	Comp	Recreation	\$135.00
August	Recreation Dinner/Movie		Discontinued		na	H/E Svc	\$0.00
Sept	Fall Street Faire - Booth	5	Kevin	5	Comp	Fall Street Faire Comm	\$225.00
Sept	Fall Street Faire Inspections	3	Joan/Casey	6	Overtime	Fall Street Faire Comm	\$270.00
Sept	Fall Street Faire	10	Jenna	20	comp	Fall Street Faire Comm	\$900.00
Sept	Fall Street Faire	5	Jane	5	Comp	Fall Street Faire Comm	\$225.00
Sept	Fall Street Faire	5	Donna	5	Comp	Fall Street Faire Comm	\$225.00
Sept	Ogunquit Trip	1.5	Sharon	1.5	Comp	Elder Human Services	\$67.50
Oct.	Halloween Parade	3	Jenna, Sue	9	Comp	Recreation	\$405.00
Oct.	Police Ham & Bean Supper	1	Kerry, Sharon, Joe	4.5	Comp	Patrolman of Reading	\$202.50
Oct.	Recreation Pumpkin Painting		Discontinued		na	Recreation	\$0.00
Oct.	Downtown Trick or Treating	1.5	Jenna (.5)/Jane (.5)	1	Comp	Recreation	\$45.00
Nov.	Veterans Day Events/Breakfast	6	Kevin	6	Comp/OT	Vets/Human Elder	\$270.00
Nov.	Holiday Tree Lighting	0	Discontinued Staff Attending	0	N/A	Chamber of Commerce	\$0.00
Nov.	Veterans Breakfast	2	Jane	1	Comp	Veterans Services	\$45.00
Nov.	DKJ Foundation Outreach	3	Jane	3.5	Comp	DKJ	\$157.50
Nov.	Legislative Thanksgiving	4	Jane,Sharon,Kerry	12	Comp	Rep. Jones and Dwyer	\$540.00
Dec.	Character Breakfast		Discontinued	0	na	Recreation/EHS	\$0.00
	Total			231			\$10,395.00

Cost of Nighttime Government – Not Including Daytime Hours or Other Support (e.g., Town Counsel)

Board	Staff	Qty	Sub tot	Length	Hours	Rate	OT Rate	Direct Costs	Indirect Costs	Total
	JD	21		3.5	73.5	\$64.00	\$96.00		\$7,056.00	
CPDC	JM	21		3.5	73.5	\$42.00	\$63.00		\$4,630.50	
	CS	21		3.5	73.5	\$26.00	\$39.00	\$2,866.50		
			21							\$14,553.00
COA	JB	10		2	20	\$35.00	\$52.50		\$1,050.00	
			10							\$1,050.00
BOH	DF	10		2.5	25	\$23.00	\$34.50	\$862.50		
	SD	10		2.5	25	\$40.00	\$60.00		\$1,500.00	
			10							
CONCOM	vacant	24		4	96	vacant	vacant	\$1,000.00		
	CT	24		4	96	\$32.00	\$48.00		\$4,608.00	
			24							
										\$5,608.00
ZBA	KS	23		2.5	57.5	\$30.00	\$45.00	\$2,587.50		
	JD	9		2.5	22.5	\$64.00	\$96.00		\$6,144.00	
	JM	10		2.5	25	\$42.00	\$63.00		\$2,646.00	
			23							\$11,377.50
HDC	KS	12		2	24	\$30.00	\$45.00	\$1,080.00		
			12							
										\$1,080.00
Rec Comm	GF	12		2.5	30	\$35.00	\$52.50		\$1,575.00	
			12							
										\$1,575.00
FSF	vacant	20		2.5	50	\$35.00	\$52.50		\$2,625.00	
			20							
										\$2,625.00
TOTAL			112	2.86	691.50		57.46	\$8,396.50	\$31,834.50	\$40,231.00

Impacts of “Leaner, Flatter PS”

- Fewer resources for the “nice to have”
- Rec. more focused on programs, not running the FSF as in years past (FSF Committee will)
- Sharper focus on where resources go
- Close PSC at 3:00 p.m. (staff stays but center is closed to the public)
- Reduced participation in community events
- Building staff more accessible M-F; less counter hours through the week including Tuesday nights

Building / Inspections

Division Lead:

Part-time Inspectors &

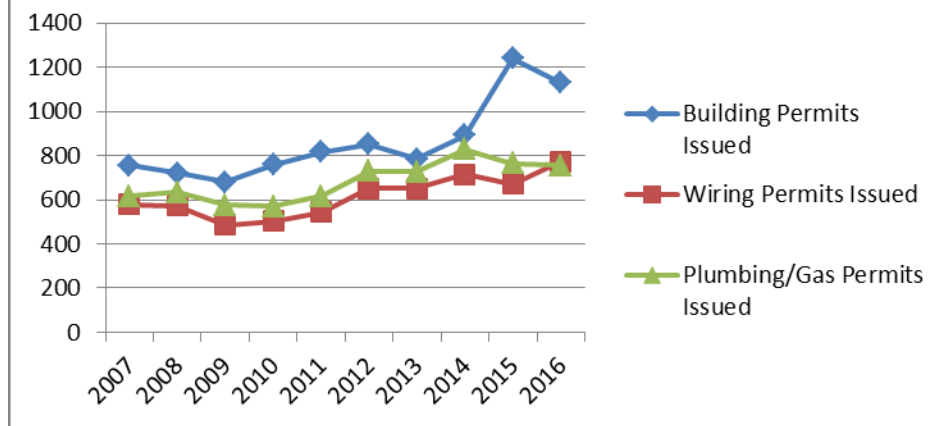
Full-time Permits

Coordinator

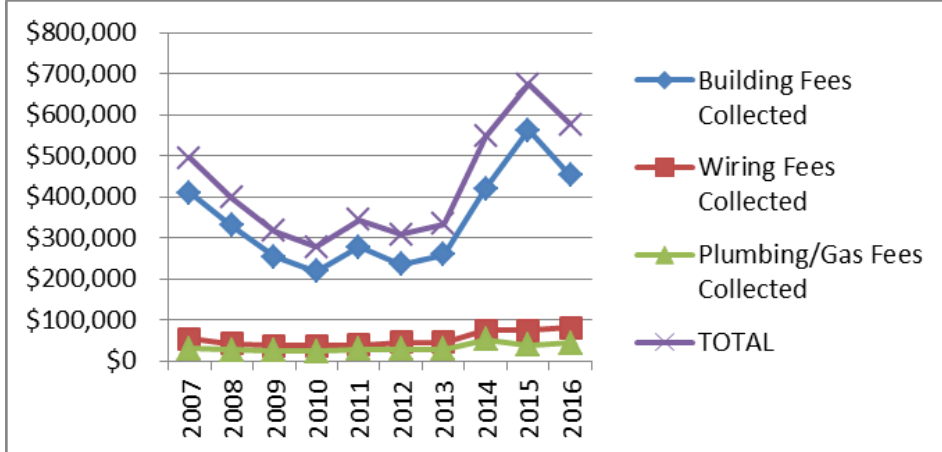
	PERMITTING ACTIVITY - CALENDAR YEAR 2016											
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Number of Permits												
Building Permits Issued	814	907	754	721	680	759	815	851	784	892	1239	1129
Wiring Permits Issued	661	680	578	573	486	503	543	652	652	716	671	772
Plumbing/Gas Permits Issued	740	762	616	633	576	571	617	729	726	828	763	754
TOTAL	2215	2349	1948	1927	1742	1833	1975	2232	2162	2436	2673	2655
Revenue Generated by Permits												
Building Fees Collected	\$274,303	\$346,910	\$410,366	\$329,435	\$253,031	\$218,086	\$277,178	\$235,134	\$259,161	\$420,332	\$561,532	\$451,849
Wiring Fees Collected	\$50,279	\$42,082	\$54,414	\$42,187	\$36,932	\$35,998	\$38,845	\$44,877	\$45,353	\$73,980	\$73,298	\$80,540
Plumbing/Gas Fees Collected	\$23,399	\$28,883	\$29,482	\$26,132	\$25,750	\$23,142	\$28,274	\$28,853	\$28,323	\$52,491	\$38,746	\$43,368
TOTAL	\$347,981	\$417,875	\$494,262	\$397,754	\$315,713	\$277,226	\$344,297	\$308,864	\$332,837	\$546,803	\$673,576	\$575,757
Inspections												
Building Inspections	1703	2026	1255	1465	1259	1212	1209	1271	1257	1337	1753	1769
Wiring Inspections	1232	1330	1028	1072	930	930	859	846	1016	1098	659	1036
Plumbing/Gas Inspections	1183	1352	815	882	783	783	624	731	1059	998	1051	1467
TOTAL	4118	4708	3098	3419	2972	2925	2692	2848	3332	3433	3463	4272

Building / Inspections

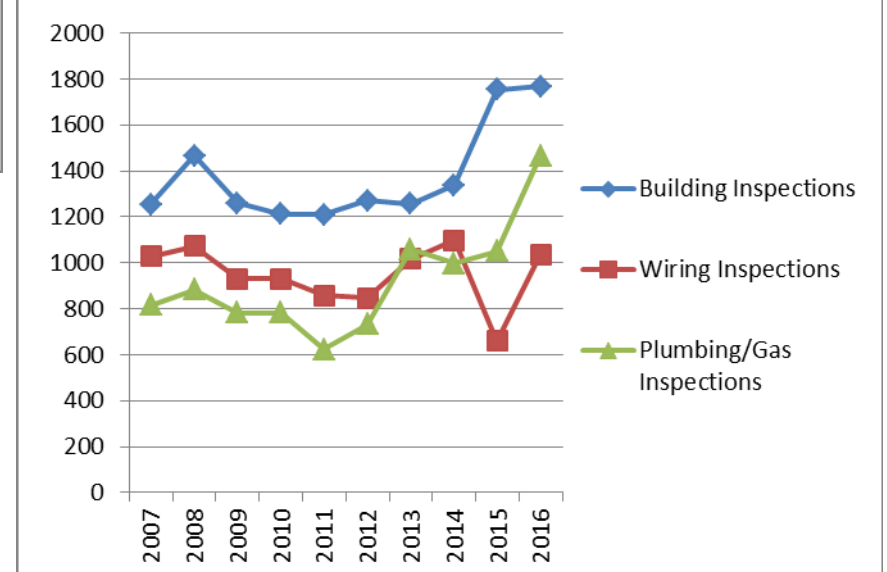
Permits Issued



Fees Collected



Inspections



Planning

Division Lead: Julie Mercier, Community Development Director

Overview:

- Streamlined development review process
 - Minor Site Plan Review (MSPR) – added in 2011 (admin approval or CPDC review depending on nature of work)
 - Development Review Team (DRT) - meetings for all major projects
 - Pre-Construction meetings - for all projects (MSPR, SPR, 40B, etc.)
 - Permit Tracking and Coordination – Planning, Construction and Occupancy (site visits & coordination with developers)
- Collaboration with CPDC:
 - Jurisdiction / oversight of 2 Smart Growth Districts: Gateway SGD (2007) & Downtown (2009)
 - Administration of Sign Bylaw and Certificate of Appropriateness process – 2010
 - Zoning Amendments to simplify and streamline, while regulating as needed
- Administration of Zoning Enforcement / Violation process
- Led Regional Housing Services Office – Coordinator position located in Reading
- Involvement in regional planning efforts through North Suburban Planning Council (NSPC)
- Procurement / management of consultants for long-range planning initiatives
 - Master Plan (2005), Parking Study (2009), Housing Production Plan (2013), Bike & Pedestrian Plan (2014), Cultural District Exploratory Study (2014), Economic Development Action Plan (2015), Hazard Mitigation Plan Update (Ongoing)
- Work with Economic Development Director / downtown revitalization / cultural programs
 - Grant applications to support efforts
- Support b/c/c's as needed – ZBA (40B's), Historical Commission, others

Departmental Changes:

- Introduction of ViewPermit in 2013; Permits Coordinator in 2016

Key CPDC Stats:

<u>CY</u>	<u>Meetings</u>	<u>Zoning Bylaw Amendments</u>
2003	17	1
2015	23	4
2016	15 + 4 joint meetings	8

Intangible Story:

Julie has worked here for just over a year and has developed a much more efficient approach to Planning and Development Review. Her expertise in planning and design has provided applicants with solutions that their own design teams didn't think of.

Regional Housing Services Office

Reading is the Lead Community, staff is located in Reading Town Hall

Laurie Stanton, Regional Housing Coordinator for four towns

Town of Reading

SHI

as of 12/21/16

- Need to demonstrate the development of 48 units (0.5%) per year for a one year certification

Current SHI	
Census 2010 Total Housing Units	9,584
Total SHI	746
Current % Subsidized	7.78
Projected SHI Units by Project	
2016-2017	
Johnson Woods I	0
Johnson Woods II	7
40B Reading Village	68
40B Schoolhouse Commons	20
Current + Proposed	841
Future % Subsidized	8.77
Additional SHI Needed	117
Total SHI Needed	958
% Subsidized	10

Historic

Division Lead: Volunteers with some support from Planning & Admin Staff

Additional Services since 2003:

- West Street Historic District created – 2004/2005
- West Street Design Guidelines adopted – May 2006
- Study Committee for creation of Summer Avenue Historic District
- Summer Avenue Historic District created – November 2014

Key Historic District Commission Stats:

<u>CY</u>	<u>Meetings</u>
2003	Did not exist
2013	10
2014	15
2015	18
2016	7

Key Historical Commission Stats:

<u>CY</u>	<u>Meetings</u>	<u>Demolition Delay Applications</u>
2003	21	4
2015	19	8
2016	15	1

Conservation

Division Lead: Chuck Tirone, Conservation Administrator

Current Activities:

- Provide excellent customer service by working with applicants through the application process
- Support the Conservation Commission , especially by attending many site visits that previously were not possible with limited hours
- Collaborate with Planning and Building staff, and attend pre-development meetings
- Coordinate with Boy Scouts and Schools to facilitate workshops on environmental issues
- Oversee maintenance and rentals at Mattera Cabin
- Outreach at town events

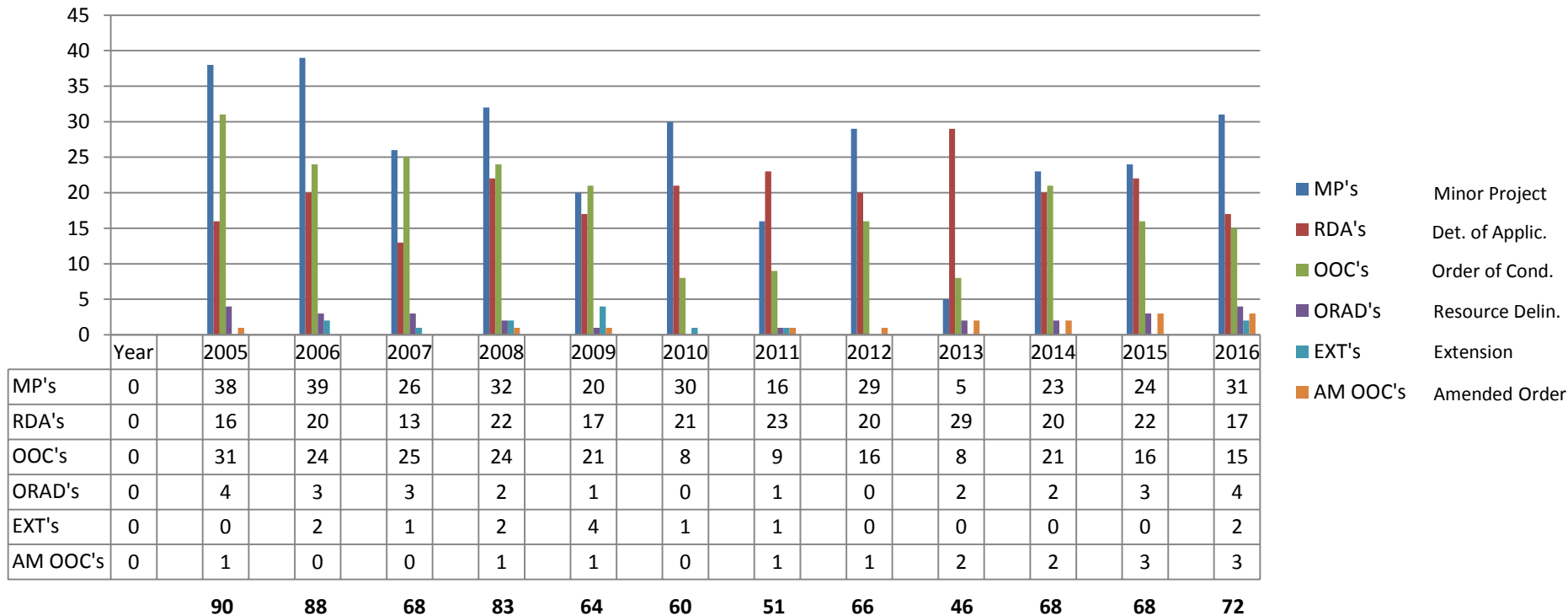
2016 Changes, Additions & Successes:

- In FY16, the Conservation Administrator went from part-time to full-time as part of the departmental reorganization.
- The added hours provide the Conservation Administrator more availability to assist applicants, as well as the ability to go outside the office and provide intangible services that are difficult to quantify.
- The Conservation Administrator assumed responsibility for Mattera Cabin maintenance and rentals.
- Mattera Cabin was used 92 times for Reading Recreation program days and 20 rental days for a total of 112 active use days.
- Relaxed regulations have increased the number of Minor Project reviews.
- Revenue from fees is up significantly due to several large projects in town

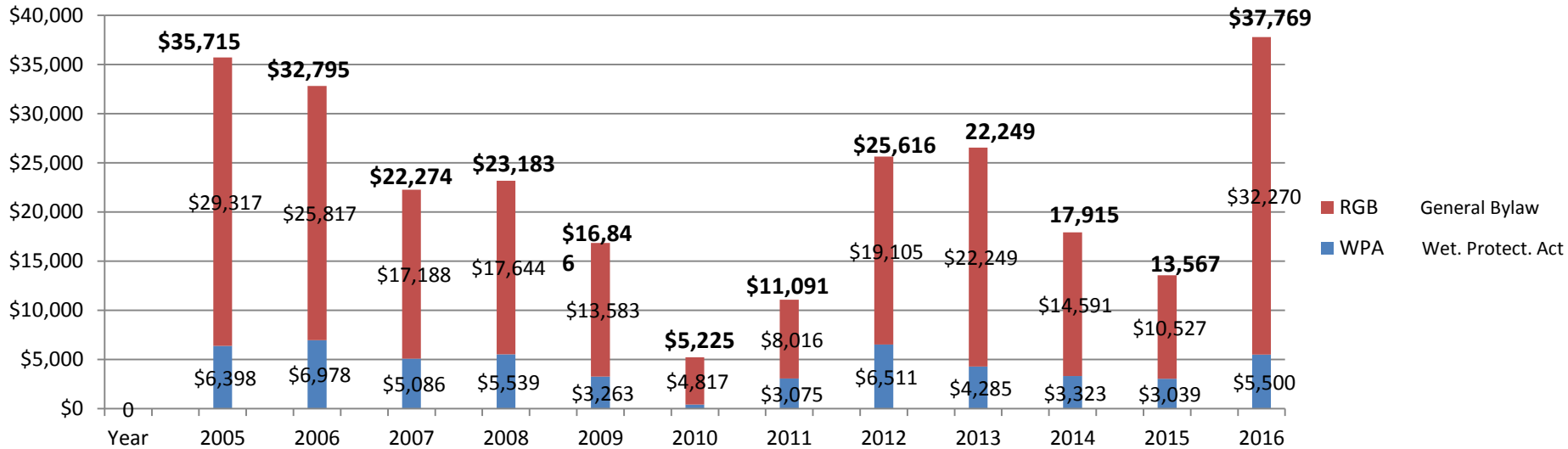
Intangible Story:

An elderly, recently widowed applicant had plans to move into her son's house after an in-law addition was built, but it was December, and the site had conservation concerns. Worried about the winter weather delaying her plans she called the Conservation Office. The first step Chuck took was to conduct a wetland delineation to determine if the project was viable and to understand the full scope of the permit requirements and timeframes. Chuck made several site visits to the property, during which a mature Oak tree was identified as a safety hazard to the new addition. Removing it would be an amendment to the original permit, and her consultants were recommending a full Notice of Intent filing. However, after Chuck finished his due diligence, it was decided that a Determination of Applicability, the quicker solution, could be filed for the project. Within 6 weeks construction started and was finished before the spring, allowing her to move in on time with her family.

Permits Issued



Fees Collected



Elder / Human Services

Division Lead: Jane Burns, Human Elder Services Administrator

Current Activities:

- Daily operation of the Pleasant Street Center
- Providing senior programming for residents 60 and older and Human Services programming for residents under 60.
- Holiday Meal programs
- Offering over 40 programs at the Pleasant Street Center including fitness, bingo, book club, writers groups, movie days, birthday luncheons, games, hair dressing to name a few.
- 125 Volunteers working on programs and projects such as Senior Newsletter and Senior Tax Work-Off program, Receptionists and Kitchen help.
- Coordination of Transportation programs such as the Senior Van, Reading Response Medical Transportation and Volunteer Escorts
- Referrals for health care, financial assistance, food stamps, etc.
- Reporting for local, state and DOT

2016 Changes, Additions and Successes:

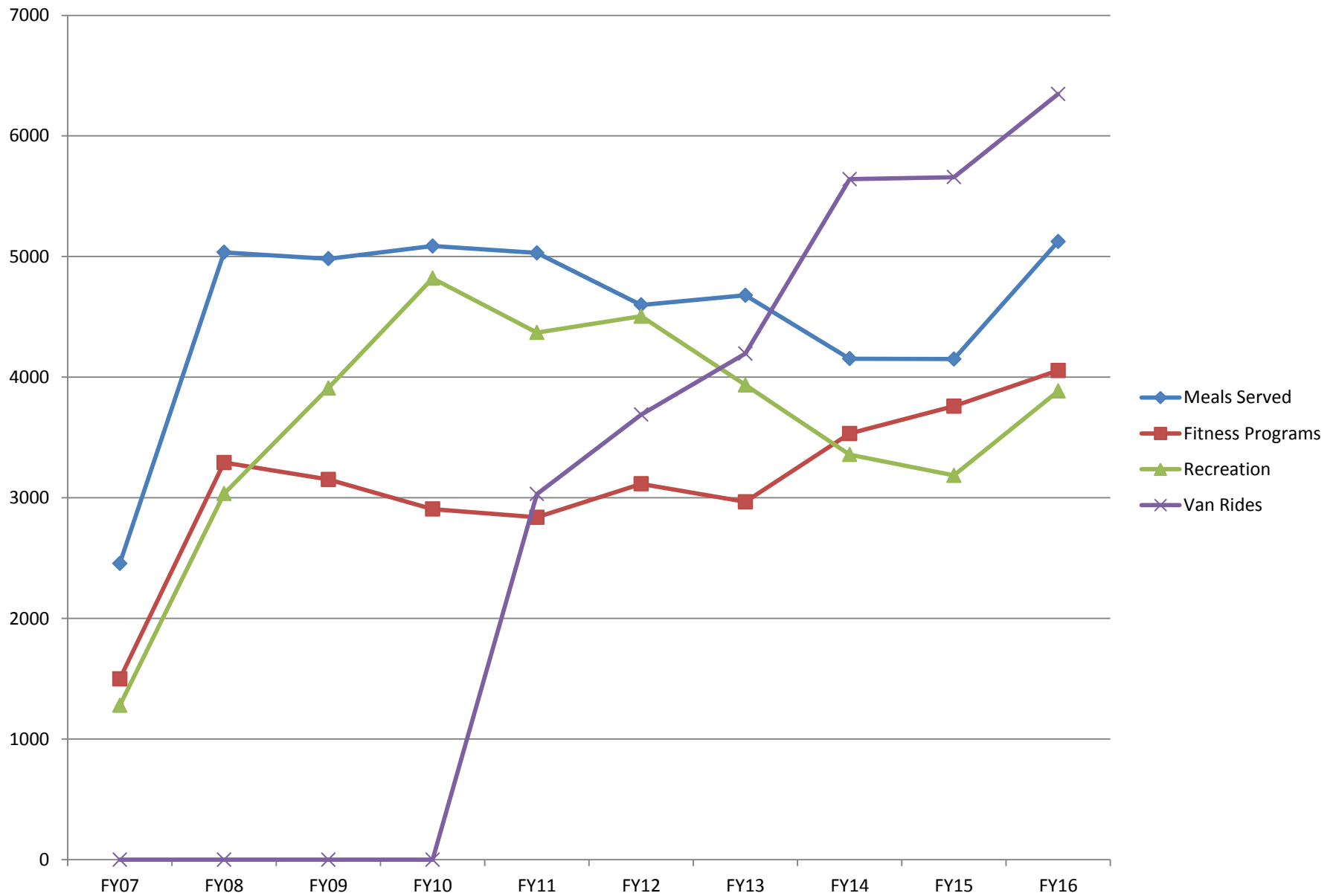
- Monthly Memory Café in collaboration with the Public Library (a social gathering for someone with a memory loss and their caregiver)
- Fire/Police/EHS monthly roundtable meeting to review critical cases and areas of concern in the community. This allows for more informed response for all Departments.
- The Property Tax Worker Program has maximized the allotted number of spaces at 30 workers.

Key Stats: See next few slides, graphical presentation

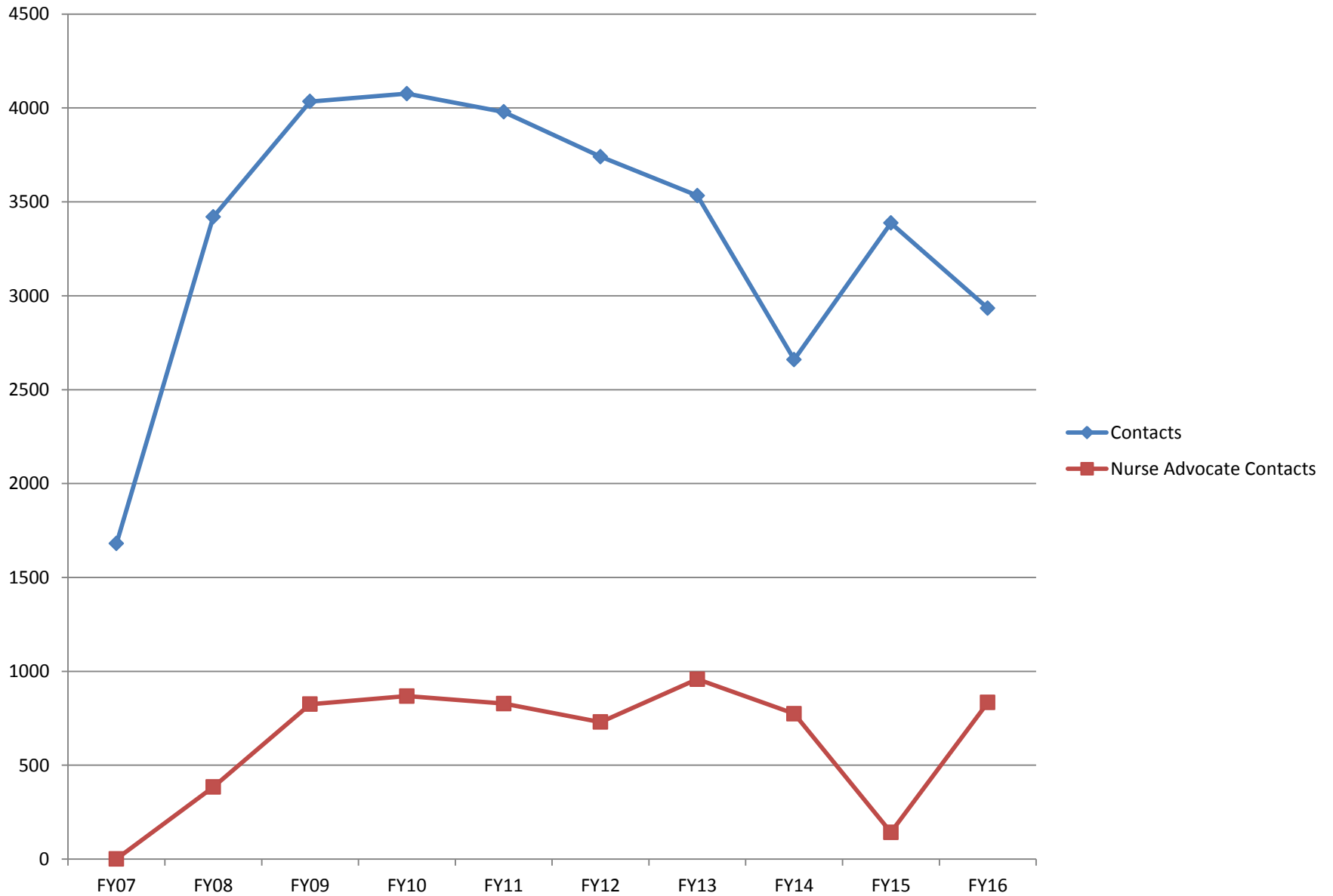
Intangible Story:

Resident had stroke 6 years ago and has subsequently developed dementia and declining health. At the time the resident was referred, the couple had no support in place. The spouse was providing all care and rarely left the house in 4 months, relying upon neighbors to do errands and groceries. The couple are 'young' seniors in their late 60's/early 70's. The Case Manager visited the couple bringing them a meal. The Nurse Advocate was introduced to the case due to the overwhelming declining health conditions. The couple is over income for MVES. The Case Manager and Nurse Advocate worked with the couple to arrange for Hospice and care in the home. As one spouse remains home bound with proper care, the other spouse is able to take care of family business as well as visit with family. (43 client visits since April. This is an example of Kerry taking on more intense cases)

Elder / Human Services



Elder / Human Services



Health

Division Lead: Steven DiLauro, Health Agent

Current Activities:

- Conducts inspections as needed regarding nuisance complaints, housing, food establishments, tobacco, swimming pools, camps, churches, tanning salons, septic systems and all other permitted establishments.
- Enforces Public Health regulations, environmental programs, and State environmental and sanitary codes.
- Conducts mandatory minimum of two routine inspections for all Medium /High Risk food establishments and a minimum of one routine inspection for Low Risk food establishments (convenience stores, gas stations, etc.).
- Sets up, through the Public Health Nurse, Flu Clinics at Police Station, Fire Department, DPW, and multiple schools in town.

2016 Changes, Additions & Successes:

- The Health Division Includes: Public Health Nurse, Health Inspectors, and Administrative Secretary.
- Corresponds with Fire and Police when an emergency relates to housing and nuisance violations.
- Participates in the Greater Lawrence Public Health Coalition on a monthly basis in regards to Emergency Preparedness.
- Board of Health voted to Increase tobacco regulations.
- Plans to begin completing all inspections electronically.
- Spreadsheets for inspections have been implemented and were effective in 2016. This information allows the Health Agent to track inspections, view time management and progress.
- Standard Operating Procedures were created for Flu Clinics.

Key Stats:

- 221 Routine Food Establishment inspections.
- 7 new Food Establishments that came into Reading - each obtained a Pre-Opening Inspection before final approval.
- 71 complaints were documented between housing, nuisance, and food.
- 985 Flu Vaccines were given this season from the Public Health Nurse.
- 22 Flu Clinics were hosted by the Health Division.

Intangible Story:

In the month of June, Steven DiLauro began working closely with property owners and establishment to improve management of trash areas. Steven also provided fact sheets to the owners on how to prevent rodent activity in the area. This resulted in better practices with regard to trash.

Recreation:

Division Lead: Genevieve Fiorente, Recreation Administrator

Current Activities:

Offering Over 450 programs/classes

Oversite of Field & Playground Use -

- Use scheduling

- Field management and improvements

- Safety Inspections

Employing over 50 seasonal staff to support programming and events

Actively participating in Town-Wide Events such as Downtown Trick or Treat, Halloween Parade, Friends and Family Day, Fall Street Faire, Egg Hunt and Summer Concert Series promoting Social Engagement and Community Spirit.

2016 Successes:

Continued to sell out all 8 weeks of summer camp

Continued to sell out all Pickleball sessions

Big new sponsor with Honda Gallery who partially sponsored every Summer Childrens Concert this past summer.

Office Management and Division Enhancements- online database

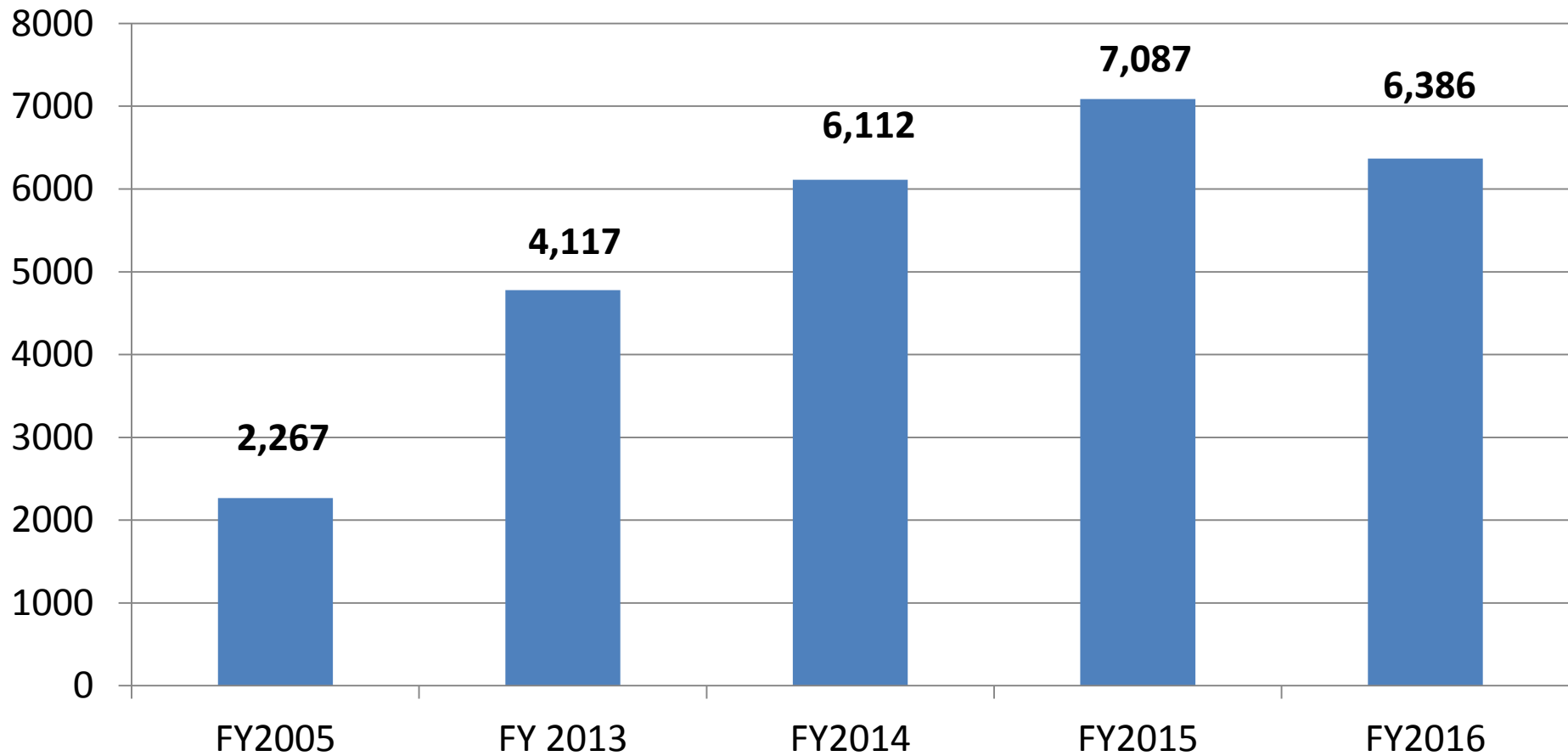
(2005 to 2016 credit card transactions have increased over 50%)

Intangible Story:

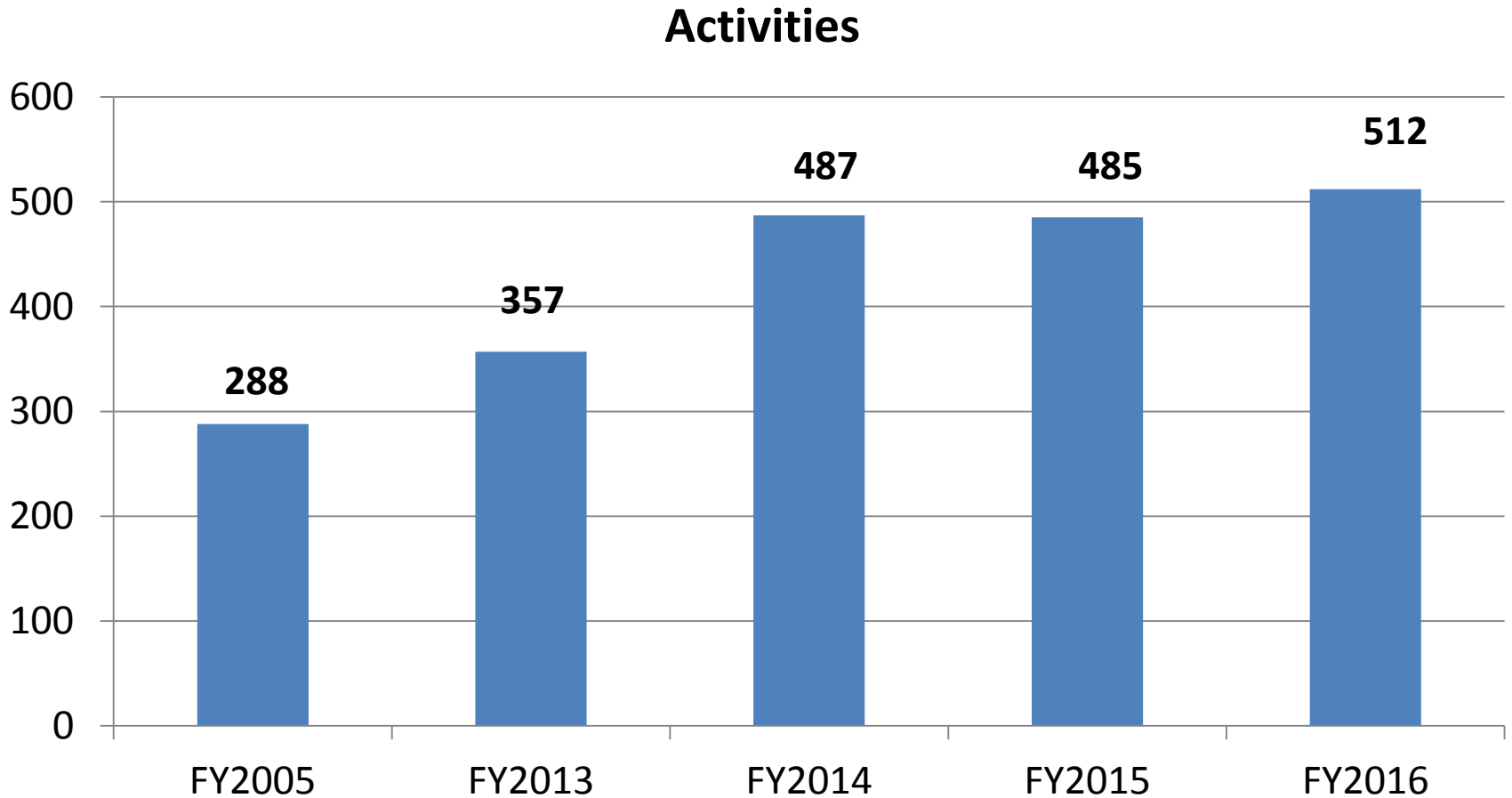
The Reading Recreation Division offers scholarships yearly to those going through financial hardships. This past Fall, a child registered in one of our programs lost their Father to a battle with cancer. Recreation in conjunction with our vendor Saturday Night Lights decided to credit this family their fee and award the child with a scholarship to help with their financial burden during a difficult time.

Registration Chart

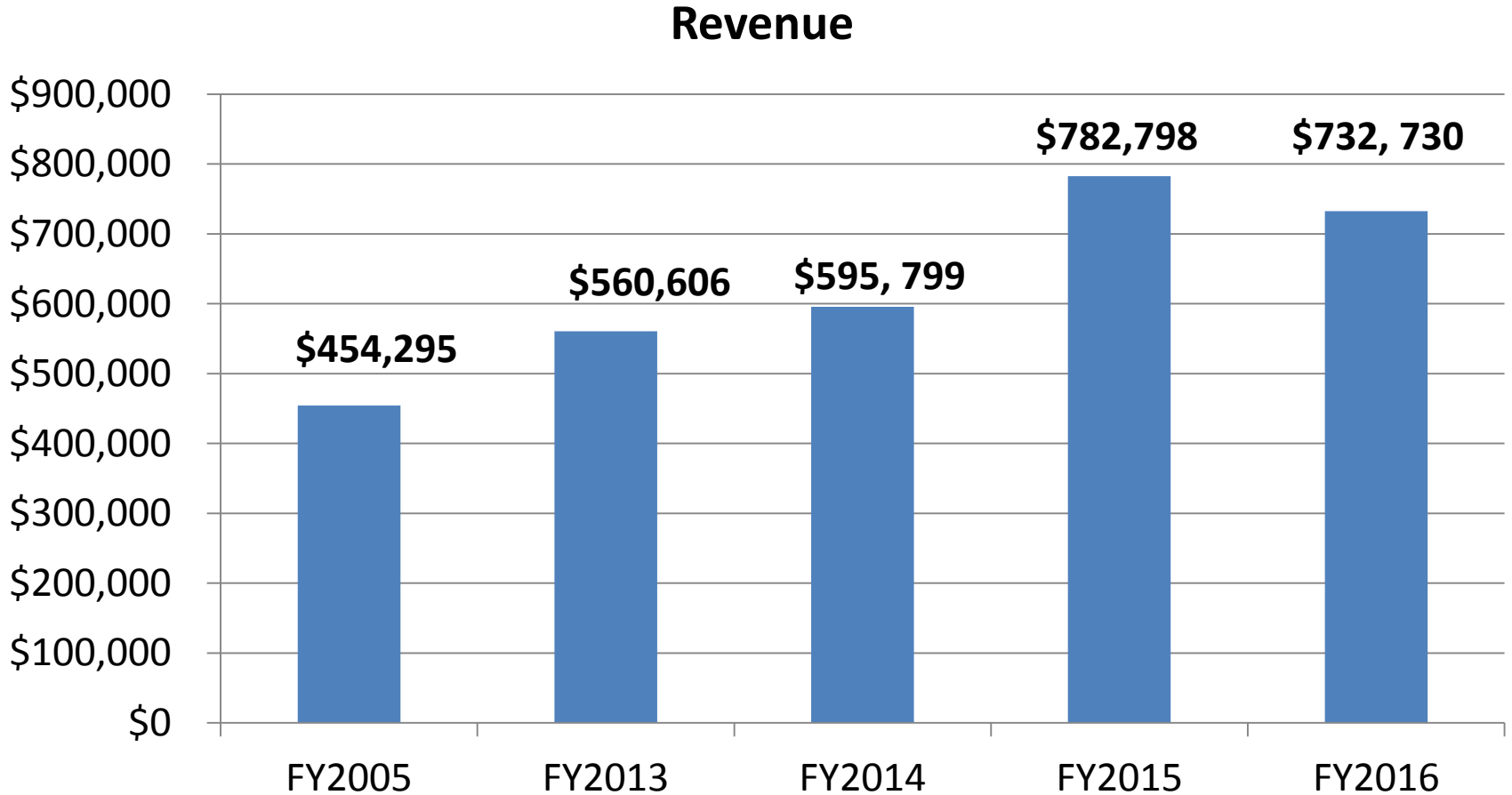
Registrations



Activities Chart



Revenue Growth Chart



Veterans Services

Division Lead: Kevin Bohmiller, Veterans' Services Officer

Current Activities:

- Goal is to spend Reading's 25% of CH 115 most efficiently;
- To locate and help individuals those qualifies for the program but were unaware of the benefit;
- To investigate and remove individuals from the CH 115 roles when they have not been fully qualified, saving the town money;
- Continued outreach will identify individuals eligible for benefits. Preparing VA applications and gaining approval will continue to increase funds coming in to the community

2016 Changes, Additions & Successes:

- The increase of hours added the ability to go outside the office and provide the intangible services that are difficult to quantify.
- Outreach at town events and attended School functions to promote VSO.
- Scuttlebutt at Pleasant Street Center sells out each month. Guest speakers included a Tuskegee Airman and B52 pilot.
- Management of CH 115 program resulted in removal of 3 ineligible individuals, identified and added 4 needy members and temporarily assisted 3 young Vets with CH 115 benefits while working with Woburn Career Center to help them obtain new employment.
- VA Compensation and Pension claims submitted as far back as July 2015 started to produce results with known new benefits granted in excess of \$150,000.

Key Stats:

<u>CY</u>	<u>Total \$'s spent</u>	<u>Avg. # monthly recipients</u>
2010	\$156,810	26
2011	\$204,013	30
2012	\$201,140	29
2013	\$168,793	28
2014	\$202,224	29
2015	\$186,518	27
2016	\$182,085	28

Veterans Services

Intangible Story:

After meeting an elderly Veteran and his daughter at the Fall Street Faire they visited the VSO in Town Hall to discuss possible benefits. The Veteran's wife had recently passed away and took with her a \$2,400 a month pension as they did not sign up for the Survivor Benefits option. The Veteran still lives in his home. He has medical issues resulting in substantial Co-pays and prescription costs. His only income is \$1,700 Social Security. They asked if there is anything we could do? This is exactly what the CH 115 program is there for. He is now enrolled in the program providing a small Ordinary Benefit as well as covering his un-reimbursed medical expenses. His earnings were updated with the VA so he is now in a more favorable "priority group" for VA Healthcare. They are thrilled.

BUILDING PERMIT TYPE	SUM OF PROJECT COST	SUM OF TOTAL FEE	TOTAL PERMITS ISSUED
Additions - Residential	\$6,270,284	\$63,329	53
Additions/Renovations	\$2,364,399	\$25,722	21
Deck, Fence	\$571,933	\$7,688	45
Demolition	\$145,300	\$1,787	13
Demolition/New Foundation	\$521,300	\$3,871	4
Doors/Windows	\$688,885	\$7,962	90
Exterior Alterations	\$2,142,764	\$17,955	83
Fire Alarm System (BFA)	\$102,435	\$1,987	7
Fire Sprinkler System (BSS)	\$300,933	\$4,900	14
Foundation Only	\$1,365,357	\$16,574	24
Insulation	\$67,912	\$791	15
Interior Alterations	\$9,745,635	\$102,321	327
New Construction - Residential	\$12,500,458	\$131,041	26
Occupancy Permit Only	\$0	\$0	1
Porch	\$91,750	\$1,146	8
Re-roofing	\$1,233,177	\$14,187	119
Sheds, Chicken Coop	\$112,039	\$1,749	29
Siding	\$784,862	\$8,665	41
Signs & Awnings	\$142,036	\$4,134	45
Solar Panels	\$5,000	\$55	1
Solar Panels - Roof Mounted	\$204,947	\$2,256	8
Swimming Pool	\$488,053	\$5,992	16
Tent	\$0	\$30	2
Wood Stove	\$19,776	\$256	5
Grand Total	\$39,869,235	\$424,398	997

PERMIT TYPE	TOTAL PROJECT COST	SUM OF TOTAL FEE	TOTAL PERMITS ISSUED
Central AC - Mechanical	\$60,389	\$509	4
Sheet Metal	\$1,038,983	\$8,492	82
Grand Total	\$1,099,372	\$9,001	86

ELECTRICAL PERMIT TYPE	TOTAL FEES	TOTAL PERMITS ISSUED
Additions/Renovations	\$28	1
Additions/Renovations - Electrical	\$27,844	309
Additions/Renovations -Electrical	\$3,563	30
Audio/Video/Data/Phone Systems	\$150	3
Burglar Alarm, Fire Alarm System	\$2,470	46
Central AC - Electrical	\$1,349	16
Demolition - Electric	\$317	10
Fixed Appliances	\$198	6
Miscellaneous Electric	\$11,550	181
New Condos, Apts, Commercial - Electric	\$23,675	14
New House Electric Permit	\$3,418	17
Outdoor Electrical Work	\$1,826	12
Pre-Securing Service/Vinyl Siding	\$905	41
Service Change or Alteration - 1 Phase	\$1,902	61
Service Change or Alteration - 3 Phase	\$140	2
Special Equipment (Well Pumps, Heaters, etc.)	\$22	1
Split A/C	\$242	4
Sub Panels	\$198	7
Temporary Service	\$430	7
Grand Total	\$80,227	768

INSPECTIONAL SERVICES – GAS/PLUMBING 2016

PERMIT FOR	SUM OF TOTAL FEE	COUNT OF PERMITS ISSUED
New Gas Permit	\$1,689	50
New House Gas Permit	\$4,651	26
Replacement Gas Permit	\$6,752	214
Grand Total	\$13,092	290

PERMIT FOR	SUM OF TOTAL FEE	COUNT OF PERMITS ISSUED
New House Plumbing Permit	\$12,496.00	29
New Plumbing Permit	\$1,706.00	16
Replacement Plumbing Permit	\$15,812.00	413
Grand Total	\$30,014.00	458

FEE INCREASES – GAS/PLUMBING

Type	Current Fee	Average Rate	Recommendation
Residential – 1 fixture	\$22	\$50	\$45
Commercial – 1 fixture	\$55	\$97	\$100
Residential Gas – 1 fixture	\$22	\$36	\$30
Commercial Gas – 1 fixture	\$55	\$88	\$75
Residential Plumbing & Gas – up to 3 fixtures	\$22	\$41	\$45

IDEAS FOR FEES

- **Building** – fee is okay, methodology revisited; increase reinspection fees, minimum fees etc.
- **Plumbing/Gas** – increase fees for fixtures and hot water heater replacement; reinspection fees, after hours inspection rate,
- **Electrical** – Increase fees for outlets, service changes, reinspection fees, after hours inspections
- **Planning** – Add fee for minor site plan review, minor modifications, increase SPR and other fees to make comparable to peers (ANR, Subdivisions, Cert. of Appropri., etc.)
- **Conservation** – Fees could be increased across the board, generally below what other Towns Charge
- **H/E Services** – Charge for use of the van, increase cost of newsletter or seek other options. Increase fees related to room rental at the PSC.